

DRAFT

24 FEB 1980

MEMORANDUM FOR: Executive Director

VIA: Office of General Counsel

FROM: James N. Glerum  
Director of Personnel

SUBJECT: OP Jurimetric Resource Requirements

1. Recommendation: This memorandum contains a recommendation for your approval in paragraph 4. 3(C)(4).

2. Background:

A. For several years, the Office of Personnel (OP) has been providing analytical support to OGC through the application of linear models to the Office of Personnel data base. This effort, commonly called jurimetrics, was undertaken to determine the validity of salary discrimination claims made in two active Agency EEO suits. Although the two EEO suits have now been settled, OGC has informally requested OP to continue an expanded jurimetric effort.

B. OP provides personnel data in the form of manpower tabulations and counts to OGC and numerous other Agency components. In 1980, OGC requested OP to analyze historic personnel data to determine if there had been any disparate treatment in regard to

promotions and career progression, of a group in the Intelligence Directorate (DDI). Working with the Office of Data Processing (ODP), OP extracted a data base and through the application of linear models, demonstrated that salary progression comparisons showed no indication of disparate treatment. This effort, we understand, was very helpful in the favorable settlement of an EEO suit which could have been very costly to the Agency. Later, OP was requested to apply this same linear modeling technique to an EEO case in another directorate. Although the case has already been settled by OGC, OP continues to work on this second case with an anticipated completion date of June 1983.

3. Staff Position:

A. The application of the linear modeling technique would reap many benefits, such as: identifying past disparate treatment of identifiable groups; improving the Agency's jurimetric analysis response time; improving the OP data base error rate; and identifying inappropriate management practices that are susceptible to correction. Unfortunately, this activity is now, and has been, conducted at the expense of other valid personnel requirements, such as: forecasting and monitoring manpower flows; planning toward non-monetary employee satisfaction; the regular updating of the Personnel data base; production of a multitude of standard and special reports from the data base; and developing new OP systems and improving existing OP systems. These will significantly improve current Agency personnel management, improve the existing personnel data base, and make more historical data accessible electronically. Unfortunately, the OP employees who perform these vital functions

are the same ones who would provide the "jurimetric" support desired by OGC. All of these functions require a varying mix of statistical/programming/data base knowledge that is very scarce in OP.

B. The OGC request does not just involve the issue of additional positions. The major problem would be locating and attracting additional employees with the necessary skills after the issue of additional positions is resolved. The competition for statistical/computer skilled employees is very substantial outside the Agency and, therefore, even more heated within the Agency. OP is now attempting to hire additional employees with these skills to fill current OP requirements without notable success.

C. If the issue of scarce skilled manpower is disregarded, there are several ways in which a jurimetric effort could be mounted. All alternatives assume that a consultant will be maintained on contract to assure the retention of jurimetric continuity and expertise:

(1) A full jurimetric program, as informally requested by OGC, would require the additional allocation of five positions. The benefits to be derived from a full jurimetric program would include a data base with standardized jurimetric EEO elements which should lead to the possibility of providing OGC with more rapid support in response to their requests for EEO analysis. The personnel data base should develop a lower error rate as anomalous entries are researched and corrected. Importantly, the various personnel data file error

Approved For Release 2005/08/22 : CIA-RDP86-00024R000200030004-2

file type and

time of entry for possible use in legal proceedings. In summary, the Agency would develop and maintain the ability to identify the disparate treatment of identifiable groups over past periods of time. The staffing would include two statisticians, one programmer, one systems analyst, and one qualifications analyst.

(2) Although a moderate jurimetric effort could not be expected to yield results as quickly as a full jurimetric program, it should result in shortening the time period required to perform analysis prior to responding to OGC requests for support in Agency EEO cases. At this time efforts have been devoted almost entirely to the development of linear models which delineate salary disparities. The establishment of a moderate program, however, should eventually result in additional validated linear models for such factors as promotions and training. Although limited time and effort would be devoted toward quantifying the OP data base error rate, the data base has continued to improve with increasing automation and can be expected to continue to do so. The historic data base would have to be accepted as the only analyzable unadulterated information available to all parties. Accessibility of OP automated data to support jurimetric efforts should improve dramatically without any special efforts through OP's ongoing programs to automate historic records prior to the critical 1972 EEO legislation period. The staffing would include one statistician, one programmer, and a qualifications analyst.

(3) The currently planned contingency jurimetric program could be supported without the need to allocate additional positions. This approach calls for the completion of all analysis

and documentation on the two previously active cases by the end of June 1983. What we will have accomplished through the approximately four manyears of effort devoted to the jurimetric effort would be a documented methodology that ensures a future capability in this area. The benefits of this approach include the preservation of the models and methodology developed to date, the existence of an EEO tailored data base for two directorates, the ability to provide OGC with a "quick and dirty" EEO case evaluation within about six weeks, and the retention of an authoritative consultant who can provide OP with the benefit of new improvements in the field.

(4) Recommendation: While the implementation of the full jurimetric program recommended is both feasible and desirable, it is difficult to justify the sacrifice that would have to be made in current operating OP programs without the allocation of the additional necessary resources. Therefore, the Office of Personnel requests the allocation of five positions to be made immediately available, to accommodate the recruitment (internal or external) and training of qualified employees to mount a full jurimetric program.

James N. Glerum

APPROVED:

---

Executive Director

---

Date